# ROUTING AND RECORD SHEET

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| SUBJECT: (Optional) | | | | |
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| Personnel Planning | | | | |

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| FROM: | | EXTENSION | NO. | |
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| DD/PA&E 1006 Ames | B | | DATE 8 July 1981 | STAT |

| TO: (Officer designation, room number, and building) | DATE | | OFFICER'S INITIALS | COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.) |
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| | RECEIVED | FORWARDED | | |
| 1.  EA/OP 5E58 Hqs. | | | | Per DDCI request (attached), I have revised the Personnel Planning paper.  This revision is also attached.  The goals are from [          ] If this is acceptable, I'll prepare for resubmission to the DDCI. |
| 2. | | | | STAT STAT |
| 3.  DD/OP | | | | |
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| 5.  D/OP | | | | Atts |
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Personnel Planning

I. Topic    *Goal Objective*

Establish a personnel planning system that will enable the Agency to acquire and maintain the human resources it needs to perform its mission and to provide employees opportunities to realize their potential.

II. Agency's Personnel Management Goals

Within the broad objective of accomplishing its mission and providing job satisfaction for its employees, the specific goals of the Agency's personnel management system are:

1. To recruit within the full meaning of equal employment opportunity policies the best qualified individuals who have demonstrated ability or potential for development to serve present and future personnel requirements.

2. To maintain standards of conduct which expect employees to work to their full ability, to maintain a spirit of cooperativeness in their work, to be willing to serve the Agency's needs wherever and whenever required, and to adhere to exemplary standards of behavior in their private and official lives.

3. To provide employees with:

   (a) Opportunities for making the best use of their training and experience.

   (b) Avenues for employment and advancement on the basis of ability and performance.

   (c) Equal pay for substantially equal work within prevailing pay systems.

   (d) An environment in which individual employees receive opportunities and job satisfaction commensurate with their individual skills, abilities and contributions.

4. To operate an Agency-wide evaluation program for determining those employees with the most and least potential and to identify those employees who fail to meet current work requirements or suitability standards and to separate equitably those whose continued employment is not in the national interest.

5. To foster close and open communications between Agency officials and employees.

III. Concept

    A.  Personnel planning involves five distinct phases.  These are:

        ° issue identification;
        ° plan to address;
        ° development of specific targets or goals;
        ° measuring success; and,
        ° review.

    B.  Issue identification is the determination of the basic personnel problems and policy questions that must be faced.  This can be accomplished in the following manner.

        1.  The means of determining the issues can be developed from the following sources:

        ° Perceived needs and problems as identified by senior managers, employee groups, oversight committee questions, etc.  These needs or problems can be analyzed by the Office of Personnel (OP) to determine validity for Agency-wide attention; or, if the impact is restricted to a smaller segment of the Agency and should be addressed by component managers only; or, if there is no issue involved.

        ° Conclusions from OP program evaluations that assess Agency-wide programs identifying issues needing attention.  Examples are the PAR survey which identifies the need for additional appraisal training on the part of supervisors and the Precepts examination which may conclude that ranking the low three percent of employees is no longer required.

        ° Data analysis by OP from the Personnel Data Base can provide indicators of issues needing attention.  Areas that can be monitored are occupation mix, personnel flow, performance appraisal ratings, the rate of special recognition afforded superior performers, etc.

        ° Analysis by OP of personnel needs derived from the Program Call can provide indicators of issues in the occupation mix and recruitment areas.  OP can provide the basic information from which components can indicate their personnel needs on a three-year basis similar to the manner in which they indicate their financial needs.  This will afford OP the opportunity to give more effort to recruitment planning.

        ° Discussions by OP with selected managers and personnel officers to ascertain the importance of and need to examine selected issues.

        ° Questionnaires can be prepared by OP that sample the Agency population in order to ascertain what a selected group of employees believes are the major personnel issues facing the Agency.  Care would have to be exerted in developing the questionnaire and in selecting the sample in order to avoid false conclusions or expectations.

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° The Office of Equal Employment Opportunity (OEEO)-developed Affirmative Action Plan can be analyzed by OP to determine issues that require senior management attention.

2. The roles and responsibilities in issue identification would be as follows.

° Deputy Directors, other senior managers and OP as issue identifiers.

° OP as the administration point to receive issues, collect data from sources such as the Comptroller and the OEEO, perform data analysis and assess the issue prior to an Executive Committee (EXCOM) meeting on the subject.

° Personnel Management Advisory Board (PMAB) as an advisory body to the Director of Personnel on issues.

° EXCOM as an advisory body to the DDCI and to prioritize issues in order of importance and interest.

° DDCI as the approving official for issue studies.

C. Developing the plan to address the issues can be accomplished by OP staff studies. These studies would combine quantitative and qualitative analysis and would present options or recommendations to address the issue. The roles and responsibilities in developing the policy, program or plan would be as follows:

° OP as the developer of the staff studies with input from other sources (such as OF, EXCOM Staff, etc.) as required.

° PMAB as an advisory body to the Director of Personnel on the subject prior to the staff study being submitted for EXCOM/DDCI consideration.

° EXCOM as an advisory body to the DDCI on the staff study options or recommendations.

° The DDCI as the approving authority.

D. In those instances where the development of specific targets or goals are indicated, these can be accomplished by OP's modeling and projection techniques. Some issues may not lend themselves to the development of specific targets but may be more appropriately monitored by such means as program evaluations, surveys or other assessment mechanisms. In all instances, specific follow-up actions would be proposed in the issue staff study. The roles and responsibilities in this phase would be between the Director of Personnel and the Deputy Directors and would be by agreement to the target or follow-up action proposed.

E.  Measuring success would be by an evaluation of the progress made in addressing the issue during an agreed time frame.  Normally, the time for measuring should be no less than one year.  For those areas where targets have been established, OP can provide periodic statistical reporting on attainment level. In other areas, mechanisms such as questionnaires, personnel interviews or written surveys will need to be developed.  The analysis of why success was either achieved or not achieved will be of key importance.  The roles and responsibilities in measuring attainment success would be as follows.

  ° OP would provide the tools for measuring success either through statistical reporting or through the conclusions of survey mechanisms.

  ° The Deputy Directors concerned being more familiar with the factors influencing success would provide the analysis as to why success was either achieved or not achieved.

F.  The review by the Deputy Directors and the Director of Personnel would be in the form of recommendations regarding either continued detailed monitoring of the issue involved, changes to the policy, program or plan decided upon earlier so as to better guarantee success, or cease monitoring as the changes decided upon earlier resulted in successful attainment of the goal.  The roles and responsibilities in this review phase would be as follows.

  ° OP and the Deputy Directors would provide the recommendations.
  ° EXCOM would advise the DDCI on the recommendations.
  ° The DDCI would approve the next course of action.

1 July 1981

MEMORANDUM FOR:  Director of Personnel

FROM            :  Deputy Director of Central Intelligence

SUBJECT         :  Personnel Planning

REFERENCE       :  Your memo to me, dated 11 June 1981,
                   same subject (ER 81-1139/2)


1.  I think you have the core of a good personnel planning process in your referenced memorandum.  As we begin this process, however, I would like to use it as an opportunity to return to the basics and spell out what the Agency's broad goals should be in the personnel area.  Once we agree on those, the planning process you have outlined will help us work toward those goals.

2.  With this in mind, I would like to see a revised version of your paper.  Section I  could be improved by a broad definition of the goal of this new planning system.  It seems to me we want a system that will enable the Agency to acquire and maintain the human resources it needs to perform its mission and to provide employees opportunities to realize their potential.  I would then like to see a section added spelling out the Agency's personnel goals, both in terms of accomplishing its mission and providing job satisfaction for its employees.  With this framework, the process you have outlined logically follows and can then begin to identify issues and problems.

3.  Your people should touch base with the new Agency Planning Staff to ensure that personnel planning is brought into the overall Agency planning effort.

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B. R. INMAN
Admiral, U.S. Navy